

Form A: Coaching Application

Name:	
E-mail address: Phone number:	
Position/title:	
Length of service:	
Senior Executive Service (SES) member? <input type="checkbox"/> YES <input type="checkbox"/> NO	
Preferred characteristics of coach (i.e. gender, background, style, special expertise) or specific preferred coach in the local geographic area:	
Professional goals:	
Goals and reason for desiring coaching:	
List any relevant assessments you have recently had that could be provided to the coach:	
Have you ever had a coach before? If so, what was your experience?	
How soon would you like to get started with a coach?	
Other considerations (e.g., type of coaching, availability, etc.):	
Supervisor's Name:	Date:

Supervisor's signature:	
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Form B: Coaching Preferences Guide

Please circle the number below that most accurately reflects your attitude regarding each question.

1. To what extent would it be beneficial for you to receive advising from a person higher up in the NASA hierarchy?

Not at all beneficial				Moderately beneficial			Highly beneficial
1	2	3	4	5	6	7	

2. To what extent do you feel that confidentiality is important when addressing your work priorities?

Not at all important			Somewhat important			Very important
1	2	3	4	5	6	7

3. To what extent do you think that someone in a position of authority directing your work habits and schedule would be useful?

Not at all beneficial			Moderately beneficial			Very beneficial
1	2	3	4	5	6	7

4. How important is it that a person advising you has a thorough understanding of NASA's organizational policies and procedures?

Not at all important			Somewhat important			Very important
1	2	3	4	5	6	7

5. How important is it that you have a clear measure of your progress after receiving advice?

Not at all important			Somewhat important			Very important
1	2	3	4	5	6	7

6. To what degree is the goal of the advice you are seeking primarily for personal development?

Not at all			Somewhat			Very much
1	2	3	4	5	6	7

7. To what degree is your personal life negatively affecting your job capability?
- | | | | | | | | |
|-------------------|---|---|---|-----------------|---|---|------------------|
| Not at all | | | | Somewhat | | | Very much |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
8. I need to learn and practice specific new job skills that I lack.
- | | | | | | | |
|--------------------------|---|---|-----------------------|---|---|-----------------------|
| Strongly disagree | | | Agree somewhat | | | Strongly agree |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
9. To what extent do you think that someone simply telling you what to do at work would be beneficial for your improvement at work?
- | | | | | | | |
|------------------------------|---|---|------------------------------|---|---|------------------------|
| Not at all beneficial | | | Moderately beneficial | | | Very beneficial |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
10. To what extent would it be beneficial for you to receive advising from a person who will have the ability to evaluate your job performance at an official level now or in the future?
- | | | | | | | |
|------------------------------|---|---|------------------------------|---|---|--------------------------|
| Not at all beneficial | | | Moderately beneficial | | | Highly beneficial |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
11. To what degree is confidentiality important to you in the process of receiving advice and feedback?
- | | | | | | | |
|-----------------------------|---|---|---------------------------|---|---|-----------------------|
| Not at all important | | | Somewhat important | | | Very important |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
12. To what extent is a friendly, collegial relationship between you and an advisor beneficial for your improvement at work?
- | | | | | | | |
|------------------------------|---|---|------------------------------|---|---|------------------------|
| Not at all beneficial | | | Moderately beneficial | | | Very beneficial |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
13. How important to successful advising is an advisor's expertise on the particulars of your work?
- | | | | | | | |
|-----------------------------|---|---|---------------------------|---|---|-----------------------|
| Not at all important | | | Somewhat important | | | Very important |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

14. To what extent do you think that evaluation of your work performance would be beneficial for improvement?

Not at all beneficial				Moderately beneficial			Very beneficial
1	2	3	4	5	6	7	

15. To what degree is the goal of the advice you are seeking primarily for career development?

Not at all			Somewhat			Very much
1	2	3	4	5	6	7

16. I believe there is little, if anything, that I can do to improve my current work situation.

Strongly disagree			Agree somewhat			Strongly agree
1	2	3	4	5	6	7

17. Training in a specific area is less important to me, at this time, than advice on my general career path.

Strongly disagree			Agree somewhat			Strongly agree
1	2	3	4	5	6	7

18. I need to discuss the internal politics of my organization and how it affects my career path.

Strongly disagree			Agree somewhat			Strongly agree
1	2	3	4	5	6	7

19. To what extent is it important that the relationship between you and your advisor is an equal relationship?

Not at all important			Moderately important			Very important
1	2	3	4	5	6	7

20. To what degree is confidentiality important in your being comfortable enough to openly discuss your work priorities.

Not at all important			Somewhat important			Very important
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Supervisor's signature:	
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Form B: Coaching Preferences Guide

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- | | | | | | | |
|--------------------------|---|---|-----------------------|---|---|-----------------------|
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|------------------------------|---|---|------------------------------|---|---|------------------------|
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| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
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- | | | | | | | |
|------------------------------|---|---|------------------------------|---|---|--------------------------|
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Not at all beneficial				Moderately beneficial			Very beneficial
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Not at all			Somewhat			Very much
1	2	3	4	5	6	7

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Strongly disagree			Agree somewhat			Strongly agree
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17. Training in a specific area is less important to me, at this time, than advice on my general career path.

Strongly disagree			Agree somewhat			Strongly agree
1	2	3	4	5	6	7

18. I need to discuss the internal politics of my organization and how it affects my career path.

Strongly disagree			Agree somewhat			Strongly agree
1	2	3	4	5	6	7

19. To what extent is it important that the relationship between you and your advisor is an equal relationship?

Not at all important			Moderately important			Very important
1	2	3	4	5	6	7

20. To what degree is confidentiality important in your being comfortable enough to openly discuss your work priorities.

Not at all important			Somewhat important			Very important
1	2	3	4	5	6	7

21. To what extent is a strong personal relationship important between yourself and the person advising you?

Not at all important				Somewhat important			Very important
1	2	3	4	5	6	7	

22. To what extent would it be beneficial for you to work with someone who has more experience in your field than you have yet acquired?

Not at all beneficial				Moderately beneficial			Highly beneficial
1	2	3	4	5	6	7	

23. Clear benchmarking of my progress at work would be beneficial.

Strongly disagree				Agree somewhat			Strongly agree
1	2	3	4	5	6	7	

24. To what degree is the goal of the advice you are seeking primarily for the development of a particular area or structure within NASA?

Not at all				Somewhat			Very much
1	2	3	4	5	6	7	

25. To what degree is your work life negatively affecting your personal life?

Not at all				Somewhat			Very much
1	2	3	4	5	6	7	

26. There is a specific area of knowledge that I wish to acquire for my work.

Strongly disagree				Agree somewhat			Strongly agree
1	2	3	4	5	6	7	

27. It is important to me to have advice from a superior within the organization.

Strongly disagree				Agree somewhat			Strongly agree
1	2	3	4	5	6	7	

28. To what extent would it be helpful to have advice and direction from a person who is in a position of authority in your work area?

Not at all helpful				Somewhat helpful			Extremely helpful
1	2	3	4	5	6	7	

21. To what extent is a strong personal relationship important between yourself and the person advising you?

Not at all important				Somewhat important			Very important
1	2	3	4	5	6	7	

22. To what extent would it be beneficial for you to work with someone who has more experience in your field than you have yet acquired?

Not at all beneficial				Moderately beneficial			Highly beneficial
1	2	3	4	5	6	7	

23. Clear benchmarking of my progress at work would be beneficial.

Strongly disagree				Agree somewhat			Strongly agree
1	2	3	4	5	6	7	

24. To what degree is the goal of the advice you are seeking primarily for the development of a particular area or structure within NASA?

Not at all				Somewhat			Very much
1	2	3	4	5	6	7	

25. To what degree is your work life negatively affecting your personal life?

Not at all				Somewhat			Very much
1	2	3	4	5	6	7	

26. There is a specific area of knowledge that I wish to acquire for my work.

Strongly disagree				Agree somewhat			Strongly agree
1	2	3	4	5	6	7	

27. It is important to me to have advice from a superior within the organization.

Strongly disagree				Agree somewhat			Strongly agree
1	2	3	4	5	6	7	

28. To what extent would it be helpful to have advice and direction from a person who is in a position of authority in your work area?

Not at all helpful				Somewhat helpful			Extremely helpful
1	2	3	4	5	6	7	

29. To what extent do you feel that confidentiality is important when addressing how to make changes in your work?

Not at all important				Somewhat important			Very important
1	2	3	4	5	6	7	

30. To what extent is clear direction and planning of your work from a superior more important than the ability to plan my work *with* your supervisor

Not at all important				Somewhat important			Very important
1	2	3	4	5	6	7	

31. To what extent does an advisor's expertise in your specific area of work impact their credibility in giving you advice?

Not at all				Somewhat			Very much
1	2	3	4	5	6	7	

32. To what extent would a clear and quantifiable measure of your work and progress be beneficial to your work?

Not at all beneficial				Somewhat beneficial			Very beneficial
1	2	3	4	5	6	7	

33. To what degree is the goal of the advice you are seeking for the development of the organization for which you work at NASA?

Not at all				Somewhat			Very much
1	2	3	4	5	6	7	

34. I need to discuss some personal matters about my sense of well-being.

Strongly disagree				Agree somewhat			Strongly agree
1	2	3	4	5	6	7	

35. There are specific skills that are important for me to acquire for my work.

Strongly disagree				Agree somewhat			Strongly agree
1	2	3	4	5	6	7	

36. It is important to me to receive career advice from a superior who could help guide my career development.

Not at all important				Somewhat important			Very important
1	2	3	4	5	6	7	

Form C: Coaching Agreement

We are voluntarily entering into a formal coaching relationship partnership, which we expect to benefit NASA and us. The following highlights the features of our partnership:

1. Coaching partnership objectives:

--

2. Coaching milestones related to objectives:

--

3. Measures of success related to objectives:

--

4. Specific role of the coach and key stakeholders:

Coach:

Client:

Other key stakeholders (manager, peers, direct reports, and customers):

5. Specific logistics of the coaching partnership: *[Please include expected start date, end date, contact locations, durations, frequency, total time estimates by activity, travel logistics and cost estimates, methods for staying in contact, etc.]*

6. The client will gain commitment of his/her supervisor by:

7. We will honor the following confidentiality agreement:

This agreement remains in effect for twelve months. The agreement may be terminated at any time by either the coach or the individual being coached.

Signature: _____
Individual Being Coached

Signature: _____
Coach

Instructions: Please complete and return a copy of this form to Cambria Consulting (fax: 617-523-7817; email: dsteinbrenner@cambriaconsulting.com), as well as to the coachee's local center coordinator for the coaching program.

Form D: Mid-Point Assessment

1. What coaching activities have you participated in since the start of the coaching process?

2. To what extent have these coaching activities contributed to your goals so far?

Very little

Moderately

Very much

1

2

3

4

5

3. I am on track in accomplishing my coaching goals.

Very little

Moderately

Very much

1

2

3

4

5

4. There have been changes in my goals since beginning coaching.

Very little

Moderately

Very much

1

2

3

4

5

5. If there have been changes in your goals, what are they?

6. As a result of the coaching thus far, I have had an impact on the mission of NASA, my organization, and/or my own personal mission.

Very little

Moderately

Very much

1

2

3

4

5

7. What was this impact, if any? How did the coaching contribute to or enable it?

--

8. The coaching relationship is working extremely well.

Very little

Moderately

Very much

1

2

3

4

5

9. The coaching relationship is not working well.

Very little

Moderately

Very much

1

2

3

4

5

10. What needs improvement or isn't working? Identify concerns, disappointments, and areas for revision.

--

11. My coach is willing to adapt to changes in our coaching relationship.

Very little

Moderately

Very much

1

2

3

4

5

Name:	Date:
-------	-------

Form E: Final Assessment

Results of Coaching

1. My coach helped me to set focused and clearly defined goals.

**Strongly
disagree**
1

2

**Neither agree
or disagree**
3

4

**Strongly
agree**
5

2. To what degree did you accomplish the goals that you set?

Not at all
1

2

Moderately
3

4

Completely
5

3. What goals did you accomplish through coaching?

--

4. Are there any goals that you did not achieve? If so, what are they?

--

5. What new skills have you learned through coaching?

--

- Strongly disagree Neither agree or disagree Strongly agree
- 1 2 3 4 5

- | |
|--|
| |
|--|

- Strongly disagree Neither agree or disagree Strongly agree
- 1 2 3 4 5

- Strongly disagree Neither agree or disagree Strongly agree
- 1 2 3 4 5

- Strongly disagree Neither agree or disagree Strongly agree
- 1 2 3 4 5

- Strongly disagree Neither agree or disagree Strongly agree
- 1 2 3 4 5

12. What was this impact, if any? How did the coaching contribute to or enable it?

Coaching Relationship

13. What problems did you encounter with your coach or the coaching process?

14. How were problems with your coach or the coaching process addressed?

15. My coach was very effective in helping me achieve my goals.

**Strongly
disagree**
1

2

**Neither agree
or disagree**
3

4

**Strongly
agree**
5

16. In what way(s) was your coach effective in helping you achieve your goals?

17. My coach and I were compatible.

**Strongly
disagree**
1

2

**Neither agree
or disagree**
3

4

**Strongly
agree**
5

18. My coach gave me constructive feedback.

**Strongly
disagree**
1

2

**Neither agree
or disagree**
3

4

**Strongly
agree**
5

Supervisory Relationship

19. I received encouragement and support from my immediate manager/supervisor to participate in the coaching process.

**Strongly
disagree**
1

2

**Neither agree
or disagree**
3

4

**Strongly
agree**
5

20. In what way(s) did your manager/supervisor offer support or encouragement?

HR Relationship

21. I received encouragement and support from human resources to participate in the coaching process.

**Strongly
disagree**
1

2

**Neither agree
or disagree**
3

4

**Strongly
agree**
5

22. In what way(s) did human resources offer you support or encouragement?

--

Name:	Date:
-------	-------

Form F: Follow-up Assessment

1. The goals set by my coach and me continue to be useful.

**Strongly
disagree**
1

2

**Neither agree
or disagree**
3

4

**Strongly
agree**
5

2. To what degree have you mastered the goals you set with your coach?

Not at all
1

2

Moderately
3

4

Completely
5

3. To what degree are you utilizing the skills you learned?

Not at all
1

2

Moderately
3

4

Completely
5

4. To what degree are you utilizing the behaviors you learned?

Not at all
1

2

Moderately
3

4

Completely
5

5. I am more open-minded in how I approach my work as a result of coaching.

**Strongly
disagree**
1

2

**Neither agree
or disagree**
3

4

**Strongly
agree**
5

6. Have you identified new goals and are you working on achieving them?

7. Are you interested in engaging in a coaching relationship in the future? If so, why?

8. I am more willing to participate in learning or developmental activities as a result of coaching.

**Strongly
disagree**
1

2

**Neither agree
or disagree**
3

4

**Strongly
agree**
5

9. To what degree have you become more interested in long-term development since your coaching experience?

**Not at all
interested**

Moderately

**Extremely
Interested**

1

2

3

4

5

10. How can the human resources staff help you to continue with your own development?

--

Name:

Date:

Form G: Supervisory Assessment

Employee Coached

1. There has been an improvement in my employee's performance and effectiveness since engaging in executive coaching.

Strongly agree			Neither agree nor disagree		Strongly agree
1	2	3	4	5	

2. There has been an improvement in my organization's performance since my employee engaged in coaching.

Strongly agree			Neither agree nor disagree		Strongly agree
1	2	3	4	5	

3. Please rate your employee's performance improvement in the following NASA Leadership Model Executive Discipline Competencies. Circle the appropriate number for each competency listed.

Knowledge of technical discipline

Little improvement		Moderate improvement		Exceptional improvement
1	2	3	4	5

Ability to communicate and advocate discipline-related knowledge

Little improvement		Moderate improvement		Exceptional improvement
1	2	3	4	5

Ability to actively lead and manage change

Little improvement		Moderate improvement		Exceptional improvement
1	2	3	4	5

Ability to maximize human capital and build employee commitment

Little improvement		Moderate improvement		Exceptional improvement
1	2	3	4	5

Ability to achieve program goals and objectives

Little improvement		Moderate improvement		Exceptional improvement
1	2	3	4	5

Judgment and decision-making ability

Little improvement		Moderate improvement		Exceptional improvement
1	2	3	4	5

Ability to build trust and supportive relationships

Little improvement		Moderate improvement		Exceptional improvement
1	2	3	4	5

Ability to manage self-development

Little improvement		Moderate improvement		Exceptional improvement
1	2	3	4	5

Ability to understand and leverage the informal organization

Little improvement		Moderate improvement		Exceptional improvement
1	2	3	4	5

Ability to design processes to achieve results

Little improvement		Moderate improvement		Exceptional improvement
1	2	3	4	5

Ability to anticipate and fulfill customer needs

Little improvement		Moderate improvement		Exceptional improvement
1	2	3	4	5

Ability to efficiently allocate and manage resources

Little improvement		Moderate improvement		Exceptional improvement
1	2	3	4	5

Ability to understand and respond to internal and external strategy, policy and regulations

Little improvement		Moderate improvement		Exceptional improvement
1	2	3	4	5

Knowledge of information technology

Little improvement		Moderate improvement		Exceptional improvement
1	2	3	4	5

Ability to capture and share knowledge

Little improvement		Moderate improvement		Exceptional improvement
1	2	3	4	5

Knowledge of policies that regulate international partnerships

Little improvement		Moderate improvement		Exceptional improvement
1	2	3	4	5

Understanding the culture of international partners

Little improvement		Moderate improvement		Exceptional improvement
1	2	3	4	5

4. Please cite a specific example of the employee's improved performance or effectiveness that can be attributed to this coaching:

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Employee name:

Supervisor name:

Supervisor signature

Date:
